

Figure 1: Transition to 21st Century Workplaces

	<i>From:</i>	<i>To:</i>
Management Functions	Centralized/Separated	Decentralized/Shared
Professional/Technical Knowledge	Centralized/Specialized Some Workers	Decentralized/Integrated All Workers
Work Design	Jobs	Functional/ Cross- functional Teams
Organizational Structure	Vertical Hierarchies	Customer-Supplier Networks
Employee Responsibility Management	Job Task Performance	Work Unit Performance Business Process
Career Progression	Vertical Limited Range	Vertical and Horizontal Full Range

Source: Adapted from Schray and Sheets (2002)